

dialogue

The Staff Newsletter of the Ministry of Community and Social Services

In this issue:

Key dates in 1993/Developmental Services	
Branch/Program Management	
Division/Management Support Branch	2
Redeployment & placement of staff/Policy	
Division/Corporate Services Division	3
Cambridge's income maintenance team	4
A different kind of computer talk	4

Changing the way we work: The re-organization is announced

The re-organization of MCSS has been announced, and many employees may be surprised to see that, in some areas, not much has significantly changed.

That's because "this re-organization is as much about changing the way we work as it is about moving organizational units and changing reporting relationships," said Deputy Minister Rosemary Proctor on July 5th, the day the new structure was unveiled.

Everyone is aware of the pressures on our ministry, Rosemary noted. "We need to be able to deliver an ambitious reform agenda, involve communities in planning and delivering social services and we need to manage our programs better. All of these pressures come as we are trying to deliver services with fewer resources."

Rosemary said that in order to deal with these pressures, "we must realize a vision in which all staff see themselves as part of one responsive organization, using their unique skills and experiences to work together effectively toward common, clearly defined goals."

The changes are expected to result in streamlined decision-making, reduced management levels, and an organization that is adapted to reduced resources in which those resources are concentrated on clearly identified priorities. They should also help us to achieve greater consistency in addressing the needs of clients and communities.

The changes are detailed on pages 2 and 3 of this issue of *Dialogue*. Some of them are:



Rosemary Proctor

- The Operations Division is changing its name to the Program Management Division to reflect a new, clearer focus on the delivery of programs. Area Managers will report directly to Sue Herbert, the new ADM of this division, beginning August 1.

- The new Developmental Services branch, located in the Program Management Division, will become a central point of responsibility for everything from policy development to program management in this area. Facility Administrators will begin reporting to the Director of Developmental Services on August 9. Staffing for the new branch will largely come from the Community Services Branch and the former Operational Co-ordination Branch.

- A new, smaller, branch called Management Support will replace the existing Operational Co-ordination Branch.
- Children's facilities will report to the appropriate area offices.
- Regional offices will officially close December 31 this year. The functions currently performed there will be moved to corporate offices and to area offices. Many of the corporate service functions currently



delivered at regional offices will be moved to the Corporate Services Division. There will be an increase in staffing in some of the division's branches in order to reflect that change.

See inside this issue of *Dialogue* for more details.

"As you can see, we are making some major changes to the way we work," commented Rosemary. "These changes are going to have a significant impact on many staff across this ministry. I am committed to ensuring that all staff are dealt with fairly throughout the implementation process."

Rosemary and other members of the ministry's Management Committee will be visiting ministry offices over the coming weeks to talk about the changes and to hear your views about the direction of the ministry.

Rosemary urges staff to continue looking for ways to improve our ability to serve the people of the province.

"I want to thank the dozens of people who worked so hard on this re-organization over the last three and a half months," said Rosemary, particularly those who participated in the work of the four task forces, the Restructuring Project Team and Lynne Bullard and Christine Macartney who led the team.

Questions about the restructuring can still be directed to the project team at (416) 325-5820 or on e-mail to RESTRUC_PROJECT.

Message from the minister



Tony Silpo

This is a time of great change and all parts of the government are affected.

MCSS is not the only ministry undergoing a re-organization exercise. This is

part of a government-wide initiative to streamline our processes and structures to put new emphasis on finding better ways of doing business.

I want to thank the task forces and the project team for their hard work, and the implementation team that will be established later this month to carry out the restructuring.

I know that this re-organization will have a significant impact on many employees. The ministry is committed to making the utmost effort to treat people sensitively and fairly.

We will need to streamline and do business differently while continuing to provide services to the people of Ontario.

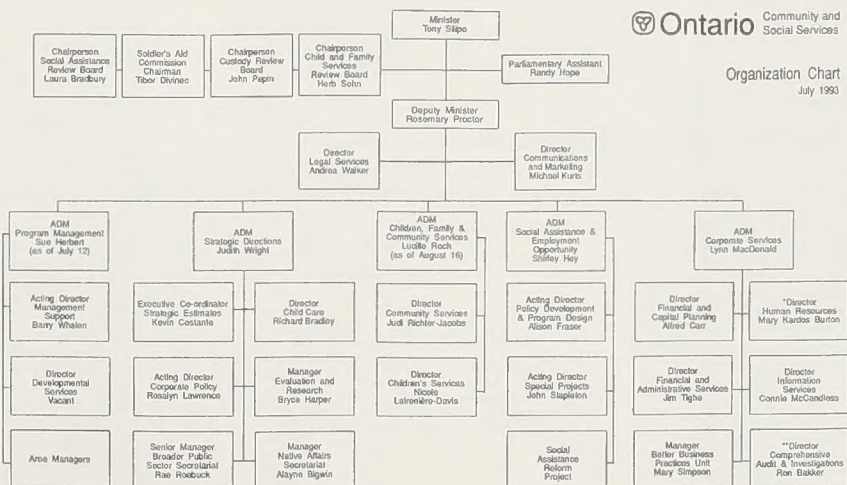
I look forward to working with you in our new organization.

Tony Silpo
Minister

Ontario Community and Social Services

Organization Chart

July 1993



* Employment Equity manager reports to H.R. for administration and to D.M. for policy

** Reports to D.M. for policy direction; to Corporate Services for administration

Key dates in 1993

- July 12: Ministry Implementation Team established
- July 19: Management Committee approves detailed implementation plan
- July 26: Regional office closure plan approved
- Senior managers recruited
- All jobs posted by this date
- July 30: Clerical and administrative support staff in Regional Offices declared surplus
- August 1: Area Managers begin reporting directly to ADM of Program Management
- August 9: Facility Administrators begin reporting to Director, Developmental Services Branch
- Child's facilities begin reporting to appropriate Area Manager
- Investigations and Inspections transferred to Corporate Services
- Sept 15: Staff notified of all selection decisions
- Sept 30: Staff not recruited to other positions declared surplus
- Dec. 31: Regional offices close

Developmental Services Branch

The new Developmental Services Branch will develop policies, program design and implementation plans for all services for people with developmental disabilities. It will also manage our system of facilities for people with developmental disabilities, and provide program co-ordination for all developmental services

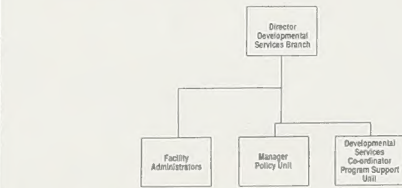
(this includes facilities and area offices).

This branch will be an example of the ministry's vision for the future, as it combines policy development and program management in one branch.

While administrators of the nine MCSS facilities will report to the director, the facilities are not part of the branch.

Developmental Services

ORGANIZATION CHART



Positions

Developmental Services Branch will consist of:

- Director (SMG);
- 2 support staff (AM-16 and OAG-9).

Its Policy Unit will consist of:

- Manager (SMG);
- 7 policy analysts (AM-19s).

The Program Support Unit will be:

- Co-ordinator (AM-20);
- 4 program analysts (AM-18/19s).
- 4 clerical staff (OAG-8s).

Program Management Division



Sue Herbert, ADM of Program Management Division

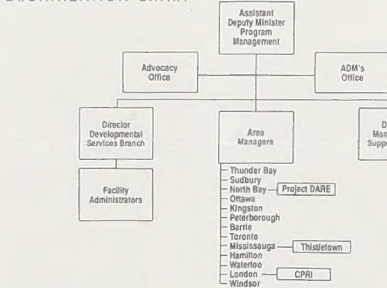
Formerly known as Operations Division, the name has been changed to reflect the division's key purpose: to manage the delivery of all ministry programs.

This division will focus its efforts on managing programs and will call on other divisions for support in carrying out this role. It will also work with other divisions and have a key role in the development of ministry policies.

Sue Herbert becomes Assistant Deputy

Program Management Division

ORGANIZATION CHART



Minister of this division as of July 12. Thistleton Regional Children's Centre will report to Mississauga Area Office. Child Parent Resource Institute (CPRI) will report to London Area Office, while Project

D.A.R.E. reports to the North Bay Area Office. Investigations Unit will now report to the Comprehensive Audit and Investigations Branch.

Positions for Program Management Division

Reporting to the ADM of the Program Management Division, Sue Herbert, will be:

- the 13 area managers;
- the Director of the new Developmental Services Branch, with the nine facility administrators reporting to this new position;
- Director of the new Management Support Branch (described below);
- the Advocacy Office;
- additional staff for the ADM's office to reflect the increased number of directly-reporting staff.

Area offices will receive 14 new positions:

- 6 area planning co-ordinators (AM-18s);
- 8 financial officers (FO-3s).

Regional positions (22) will relocate to area offices:

- 2 systems officers (classification to be determined);
- 3 data analysts (classification to be determined);
- 13 trainers (AM-17s);
- 4 clerical/secretary positions (OAG-8s).

Investigations Unit staff will now report to the Comprehensive Audit and Investigations Branch.

Management Support Branch

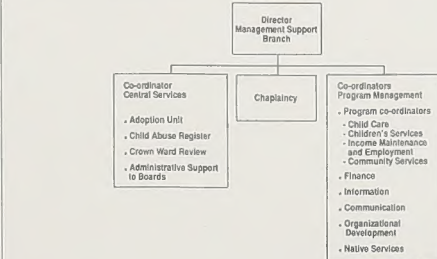
The main role of the Management Support Branch is to be a focal point for the collection and distribution of information between field offices and head office. Assuming part of the work of the former Operational Co-ordination Branch, this branch will ensure that field office activity is consistent with ministry priorities.

Management Support Branch will include the following functions:

- Central Services: including adoption services, child abuse register, Crown Ward review and administrative support to boards and commissions;
- Co-ordination for child care, children's services, community services native services and income maintenance and employment;
- Co-ordination of financial management, information requests and support to program decision-making.
- Chaplaincy.

Management Support Branch

ORGANIZATION CHART



Positions

Management Support Branch will consist of:

- Director (SMG) and 2 support staff (AM-16 and OAG-9);
- 7 co-ordinators for program and functional areas (AM-20);
- 8 program analysts (AM-18/19s);
- 1 trainer (AM-18);
- 1 finance and information co-ordinator (AM-19);
- 5 finance, information and communication analysts (AM 16/17s);
- 4 financial officers (FO-2s);
- 7 support staff (OAG-8s);
- Central Services, Chaplaincy will remain intact.

The Investigations Unit, which previously reported to the Operational Co-ordination Branch, will report to Comprehensive Audit and Investigations Branch.

Redeployment and placement of staff

In developing a plan for staff, efforts were made so that planning, which includes internal redeployment where possible, makes the best use of employees' skills and experiences. The plan also calls for making the transition open and informative, and applying rules and policies consistently and fairly.

You may be affected by this restructuring in the following ways:

Category A: Jobs are "essentially the same"

Some positions will change location or modify functions but essentially will remain the same as current jobs. "Essentially the same" means that at least 60 per cent of the responsibilities, skills and qualifications remain. **Examples of this are:** regional systems specialists, programmer/analysts.

Where all incumbents can be accommodated, direct placements will occur.

Where fewer jobs are available, a "pool" of affected staff will be invited for a selection process, which may include an interview.

Category B: New/Restructured Jobs

Some positions will be new or restructured, which means that more than 40 per cent of the responsibilities, skills and qualifications differ from the current position.

Examples of these are: most jobs in Management Support Branch; all jobs in Developmental Services, new policy jobs

and new corporate services functions.

Bargaining Unit: Bargaining unit assignment will be determined by seniority.

Management Compensation

Plan/Excluded: Placements will be based on a selection process, usually including an interview and supplemented by performance information, length of service, employment equity, and ability to relocate.

The "pool" will include those in affected areas: "pre-surplus", e.g. regional staff, staff in the former Operational Co-ordination Branch, staff in Community Services Branch, secondees whose positions are not available in the home location.

Jobs will be available to those who are at the same level or higher and may include SMGs.

Category C: Surplus Activity

In this restructuring, some positions will no longer be required.

Examples are: Office administration positions in regional offices; planning, human resources, systems and finance functions in regional offices; SMG positions.

Process for surplus activity: Surplus notification to individuals will be as follows:

* July 1993 — all bargaining unit and excluded clerical and administrative support staff in regional offices.

* September 1993 — all professional bargaining unit, management (MCP), and

SMG staff who have not been placed in new/restructured jobs.

Notice periods: For bargaining unit: 6 months as per Collective Agreement; MCP/Excluded: 6 months (as per job security provisions for management excluded employees; SMG: 3 months (per SMG Directive).

Secondees: An employee whose home position is declared surplus at the time he or she is on secondment will receive a surplus notice at the same time as other staff. Rules for SMG secondees/temporary opportunities can be found in SMG directives from Management Board Secretariat.

Layoff dates could be extended in situations where the employee is being paid from the seconding organization, rather than the base where the position is surplus.

Timelines and next steps: In 1993:

► Through July, a posting of all MCP positions including the selection process and the identified "pool".

► Through July and August, interviews will begin for the new/restructured jobs.

► By July 12, all affected employees will know their status through meetings with their managers.

► By July 19, all positions "essentially the same" with a single incumbent will be filled. The physical location of jobs will be determined by division heads.

► By July 30, all bargaining unit and excluded clerical and administrative support staff in regional offices will receive surplus notices.

► By September 15, you will be notified of the selection decisions.

► By September 30, employees who are not placed will be given a surplus notice.

For individuals who are pre-surplus and surplus, human resources staff will assist in providing information sessions, redeployment advisers, career planning, counselling through Employee Assistance Programs, pre-retirement planning and financial planning where appropriate.

To ensure optimum redeployment for staff, the government and the ministry have instituted hiring freezes, imposed external hiring restrictions, offered direct assignment opportunities, executive transition support and labour adjustment programs.

The Human Resources Task Force has prepared a human resources plan which highlights "straight talk" sessions for staff, greater focus on indirect compensation, a training and development plan, improved accountability in HR management, and employment equity approaches.

To support implementation, Darlene Yewer and Ruth Franks in the Human Resources Branch will be providing appropriate leadership and advice (416-327-4809 or -4642).

Policy divisions

In the new structure of the ministry, these divisions will be accountable for policy development: Strategic Directions; Social Assistance and Employment Opportunity; Children, Family and Community Services; and part of Program Management Division, the new Developmental Services Branch.

The intent is to strengthen the ministry's policy processes and to strengthen the links between policy development and program management.

Previously, 55 staff in Operations Division were providing implementation planning and policy development support. In the re-organization, policy divisions have streamlined the implementation process and incorporated this into the existing organization. Policy divisions will assume the additional functions through the redeployment of 17 staff.

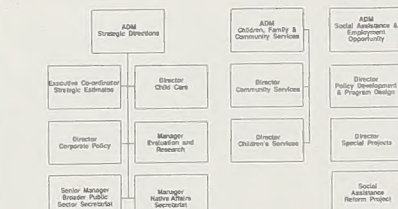
Field staff will also have an important role in policy development. This is consistent with the ministry vision in that it focuses all staff on delivering the policy priorities of the ministry.

Lucile Roch, ADM of Children, Family and Community Services Division



Policy Divisions

ORGANIZATION CHART



Ontario Community and Social Services JULY 1993

Policy Positions

Strategic Directions Division:

Will add 5 policy analysts.

Child Care Branch (under Strategic Directions): Will add 4 policy analysts (AM-19s).

Social Assistance and Employment Opportunity:

Will add 4 policy analysts (AM-19s).

Children, Family and Community Services Division:

Will add 4 policy analysts (AM-19s).

Community Services Branch: 12 positions move to Developmental Services Branch.

Positions

Some positions from regional offices will move to Corporate Services Division. There are also new positions which will be filled through limited competitions.

The following are changes in reporting relationships, or new positions as indicated.

Human Resources Branch

• 2 new positions: 1 human resources coordinator (APL-19), 1 support staff (OAG-8).

Comprehensive Audit and Investigations Branch

• 5 Investigations Unit positions move to this branch, they formerly reported to Operational Co-ordination. These are 1 manager, 3 investigators, 1 secretary.

Financial and Administrative Services Branch

• 1 new financial officer (FO-4).

Financial and Capital Planning Branch

• 7 new positions: 6 financial officers (FO-3s), 1 financial analyst (AM-19).

Information Services Branch

• 7 positions formerly in regional offices now report to this branch: 4 regional systems specialists (SO-4s), 3 programmer/analysts (SO-2s).

• 5 new positions: 1 information systems specialist, 1 systems planner, 1 systems policy analyst, 1 systems/technology controller, 1 data architect (levels to be determined).

Corporate Services Division

There will be no changes in the actual structure of the Corporate Services Division. However, there will be some realignment of functions.

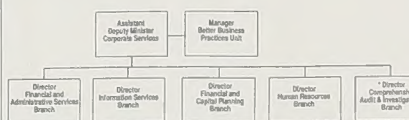
The division provides direction and a full range of support services to human resources, finance and administration, and information systems functions throughout the ministry.

Overall management of these services will be strengthened and the processes streamlined. This links to the ministry's vision statement in the sense that effective delivery of corporate services allows ministry offices to concentrate their efforts on ministry priorities.

The emergency planning function of the ministry will be located in this division.

Corporate Services Division

ORGANIZATION CHART



Ontario Community and Social Services JULY 1993

Cambridge's income maintenance team evens out the workload

Story and photo by Marvin Ross

It began when two income maintenance workers in the Cambridge Local Office decided to increase efficiency by working together on their caseloads. They found that, within three months, their caseloads were up to date and they had time for other assignments.

From this experience the office found a new way of providing income maintenance services, which they call "the self-directed team approach." This method empowers staff, improves work processes, saves supervisory dollars and greatly improves customer service.

Denise Winchester, one of the income maintenance officers on the team, says that with the old way of doing things a field worker (income maintenance officer) managed her own caseload in a specific geographic area. If one area was busier than others, then almost inevitably that IMO developed a backlog.

But now, staff are given the lead in specific functional areas of service and clients are served by any member of the team as the need arises, not just by the worker who is assigned to the case. The group serves the whole client caseload of 1,200, rather than one individual serving her own caseload of 400.

Hilda Jetter, who is on assignment as administrator to the local office, notes that what is unique is that the needs of the client are addressed when they are first identified. Removing geographic boundaries has

equalized the caseload among the team.

IMO Karen Weaver notes a considerable improvement in functions over the former "day in" process. Thanks to the new work assignments, phone calls are responded to immediately, allowing more time to deal directly with clients and to accomplish tasks.

IMO Kevin Fox says this approach empowers and encourages IMOs to maximize their delegated authority; the supervisor is only involved in sign-off where authority has not been delegated to the IMO. (The supervisor is always available to support case-conferencing and communication.)

Kevin says that all income maintenance work was reviewed and tasks assigned to the position that would best serve the client. Some of the client work can be done by support or clerical staff; not all functions need to be carried out by an IMO. As a result, the Cambridge office has been able to free up the equivalent of half a supervisor's time while increasing efficiency and maintaining a current caseload.

In addition to all this, the team's morale has been greatly improved. IMO support worker Debbie Page-Young likes the fact that "we are all working together without the concept of 'that's not my job'." Hilda Jetter adds that there is a greater "sense of camaraderie" among the team.

The project began in January of this year and is still evolving, so the team meets



The Cambridge Local Office self-directed income maintenance team: seated, Debbie Page-Young and Hilda Jetter; standing, Kevin Fox, Karen Weaver and Denise Winchester.

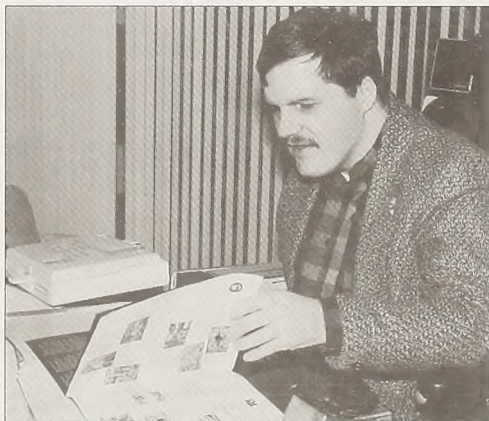
regularly to ensure that everything is on track to re-commit to the whole of the work.

The team intends to conduct a client satisfaction survey in the future since the ultimate goal is to provide even better

service to their client customers.

Marvin Ross is a strategic planning officer with Central Regional Office. He is also an author and a freelance writer.

A different kind of "computer talk"



Iain Quinn on the job at the Thames Valley Children's Centre community relations program, where one of his tasks is to guide tours.

A client of MCSS Vocational Rehabilitation Services in London since 1987, Iain Quinn has made extensive use of technology to help him communicate and be mobile.

Iain is an employee of Thames Valley Children's Centre (TVCC), where he works in the community relations program. Part of his job is guiding tours of the centre, which provides services to children with disabilities. This is noteworthy because Iain is non-verbal.

"I am one of the few employees to say that I have experienced what it is like to be

both a client and a staff member of the centre," says Iain. His disabilities occurred as a result of an accident when he was 12. Entering the workforce as a disabled, non-verbal person was one of his biggest challenges.

London VRS helped Iain determine his level of employability. He was referred to Hutton House, a sheltered workshop operated by the Association for Handicapped Adults, where he was able to perform basic word processing. From there Iain went to Goodwill Industries, and he worked and trained on a part-time basis.

Iain was able to communicate with a Canon Communicator, which prints messages on ticker tape, but it was felt this method was too slow. The Augmentative Communications Department of TVCC was asked for a recommendation, and they suggested a lap-top computer and DEC voice output system. With this device, Iain types in a message and presses a button so the message is "spoken" for him.

This equipment is now rented for Iain jointly through the Assistive Devices Program and VRS.

Giving tours helps educate the public and shows people that they can interact with a person who communicates through a computer, says Iain.

J. L. Woodall and
Bill Beauchamp
MCSS London

Factor 80: Could you retire?

Just a reminder that eligible ministry staff have until August 31 to apply for voluntary early retirement under the Factor 80 program.

If your age and your years of credit in the Ontario Public Service add up to at least 80 (for example, you're 55 and have been with the OPS for 25 years), you're eligible for early retirement.

This program became available on June 1 and is available only until the end of August, so if you meet the above Factor 80 criteria on or before June 1, or will do so by August 31, you can retire with an unreduced pension.

It's estimated that around 500 MCSS employees qualify for Factor 80 early retirement.

For more information, act quickly — contact your human resources representative.

dialogue

Ontario Community and Social Services

Dialogue is published 10 times a year by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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